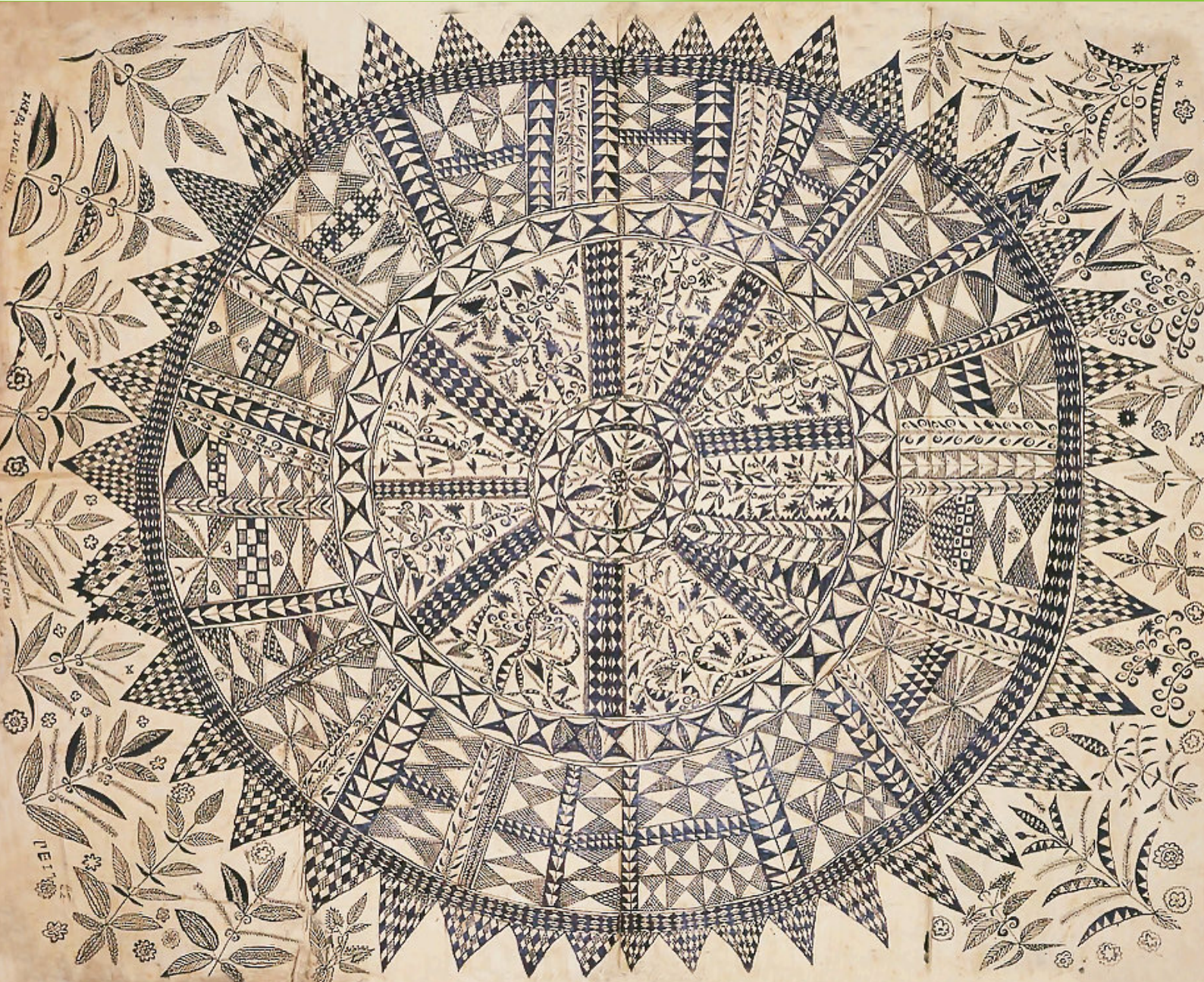


# Strategic Intentions

## 2017–2020







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Cover image credit:  
219. Hiapo (tapa). Niue. c. 1850–1900 C.E. Tapa or bark cloth, freehand painting, approx. 8'6" x 8'.  
Auckland War Museum, Auckland, New Zealand

Contents image credit:  
Thanks to the New Zealand Defence Force

**Vision:** *Successful Pacific peoples*

**Mission:** *Effecting positive change  
for Pacific peoples*

**“Fakamalolō ke he tau amaamanakiaga,  
ke mafola ai e tau matakainaga.”**

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**“Strengthen all endeavours and the  
community will succeed.”**

—NIUEAN PROVERB

## Minister's Foreword

### **Kia orana, Talofa lava, Mālō e lelei, Taloha ni, Fakalofa lahi atu, Ni sa bula vinaka, Talofa, Kia ora and Greetings**

For 25 years the Ministry for Pacific Peoples has supported our people in the regions, ensuring our voice is advocated across government.

The Ministry needs to be seen by government agencies, our partners and Pacific peoples as a centre of intelligence in what works for Pacific peoples. It must be a thought leader and above all, must be something that our people can be proud of. I am hugely impressed by the work the Ministry is doing, and I look forward to it continuing to broaden and deepen its role in the public sector. The strategic intentions set out in this document are a clear statement of how the Ministry intends to give effect to its vision for Pacific peoples in New Zealand.

Pacific people are a young, fast-growing, urbanised and diverse population. Today we make up 7.4 percent of the total New Zealand population, and that's expected to increase to 10.9 percent by 2038.

We are increasingly contributing to New Zealand's diversity, sixty percent of us are born in New Zealand and almost a quarter of us are afakasi (Pacific and one other ethnicity). New Zealand is changing rapidly and we are a big part of that.

This creates an opportunity for the Ministry. As our people contribute more to New Zealand so too can the qualities that are uniquely Pacific be learned from and shared with mainstream New Zealand.

We can focus not only on improving outcomes for our own people but also identify how these skills and the unique offerings we have, can improve outcomes across New Zealand.



#### *Ministerial statement of responsibility*

I am satisfied that the information on the future operating intentions provided by my department in this Strategic Intentions is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

**Hon Alfred Ngaro | Minister for Pacific Peoples**





# Introduction from the Ministry for Pacific People's Chief Executive

The Ministry for Pacific Peoples (the Ministry) is the Crown's principal advisor on policies and interventions that improve outcomes for Pacific peoples. We are positioned to help both Pacific communities grow and flourish while promoting Pacific peoples contribution to improved social and economic wellbeing for all New Zealanders.

The Ministry's vision "Successful Pacific Peoples" places the community and its people at the heart of its work. Our focus remains on making sure the journey of a Pacific child born today in New Zealand is a happy and successful one and that this journey is a continuous one from early childhood education, primary, college and tertiary. In the last 25 years we have forged strong relationships both in the community and in government which gives us the ability to be agile when there are issues we need to respond to quickly. We are committed to delivering on the priority areas of:

- Increasing Income and Wealth
- Building Pacific Leadership
- Strengthening Pacific Language, Culture and Identity.

In 2011, the Ministry underwent a Performance Improvement Framework review and over the last five years, a transformational change has occurred for the Ministry across the workforce, technology infrastructure, practices and open collaborative work spaces.

In late 2016, the Ministry underwent another performance review looking to identify further improvements. It identified gaps in the Ministry's workforce capability and made recommendations to help improve the Ministry's performance so that it can better fulfil its responsibilities as a population agency. The key recommendations are focused on increasing the Ministry's workforce capacity and capability.

Every government agency, big or small, has challenges. We are a smaller agency operating in an environment where there are disparities in education, employment, health and wealth outcomes for Pacific peoples. There is always room for more development and we are working hard to build on our policy and research capability and consistently demonstrating our agility as a smaller agency.

The Ministry for Pacific Peoples is now ready to move our performance to another level that will see the Ministry fulfilling its wider mandate by broadening and deepening its role, especially in respect of our policy influence and impact.

As a smaller Ministry, we need to continue to think smarter, act smarter and use our limited resources in the best way we can. We will do this by:

- Focusing our work programmes, policies and interventions on areas of highest impact
- Increasing collaboration and developing partnerships to support our work
- Embedding an operational model that supports us to better align our Pacific knowledge and networks with those agencies focused on improving Pacific outcomes.

Good change takes time. We are shifting our approach to ensure we utilise time to understand, review, measure and analyse what has worked and what needs improving. This ensures our working environment is a learning one where change can happen incrementally over time to improve our business, our organisational performance and our people objectivity.

We are very focused on bringing Pacific communities into government policy development by working in our communities and with businesses to gather intelligence and data. This in turn influences our policy and advice and enables us to focus on interventions that have an impact on our Pacific peoples.

## *Chief Executive statement of responsibility*

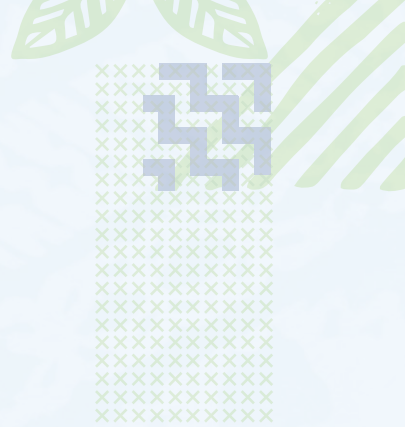
I am satisfied that the information on the future operating intentions provided by my department in this Strategic Intentions is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



**Pauline A Winter | Chief Executive**



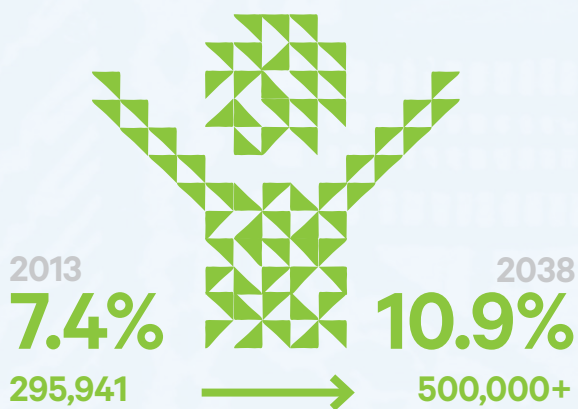




# Our People

## People

Proportion of total population



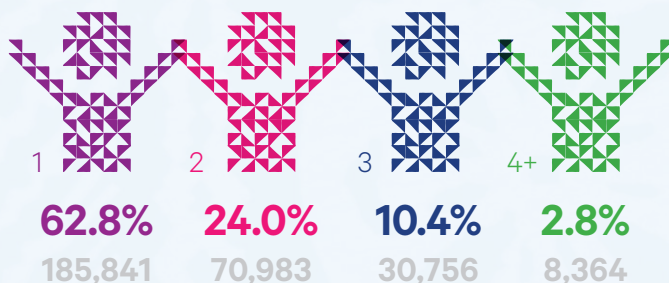
We are a growing population with multiple nationalities / ethnicities

*(Census 2013) Statistics NZ*

**“The voice of Pacific grows stronger, influencing decisions in the future”**

## Pacific Diversity

Pacific people often identify with more than one ethnicity



Our people are a diverse mix with a number of ethnicities claimed

*(Census 2013) Statistics NZ – Population projections*

**“We will have strengthened Pacific languages, culture & identity to support our growing voice”**

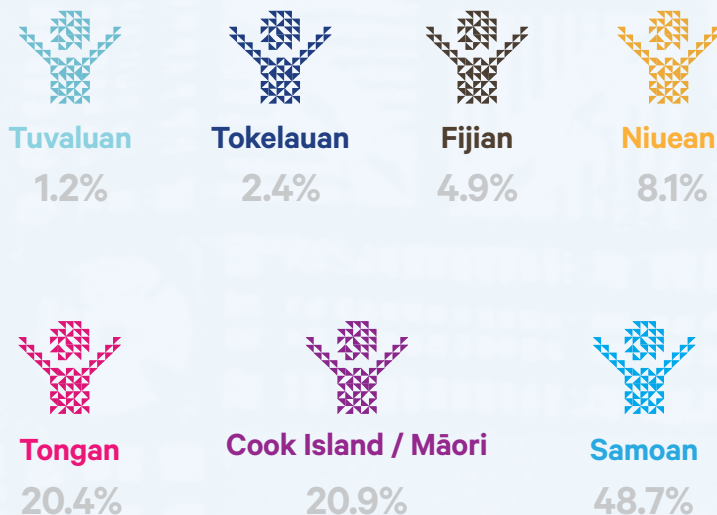
Whilst the majority of Pacific peoples identified with only one Pacific ethnicity (see image 1), an increasing proportion of the Pacific population identify as *afakasi*, that is, identifying with Pacific, and one more ethnicity.





## Ethnicities

In 2013, Pacific peoples identified with the following ethnicities:

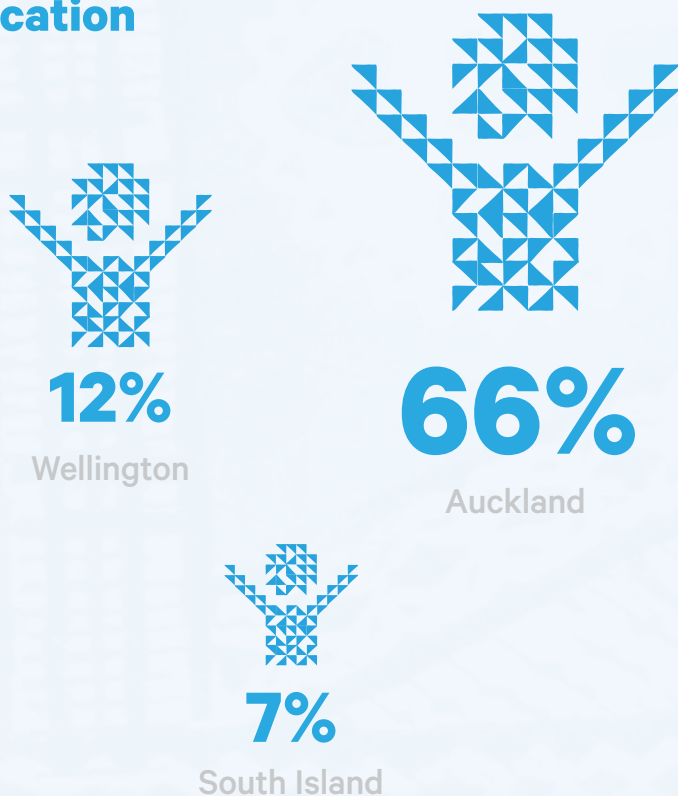


The seven major Pacific groups in New Zealand

[www.mpp.govt.nz/library/contemporaryreport](http://www.mpp.govt.nz/library/contemporaryreport) (pg 6)

**“Our languages are supported through seven language weeks”**

## Location



In 2013, (194, 958) Pacific peoples lived in Auckland

[www.mpp.govt.nz/library/contemporaryreport/](http://www.mpp.govt.nz/library/contemporaryreport/) pages 9-11

**“We will have strengthened our presence in Auckland where most of our Pacific people live and work”**

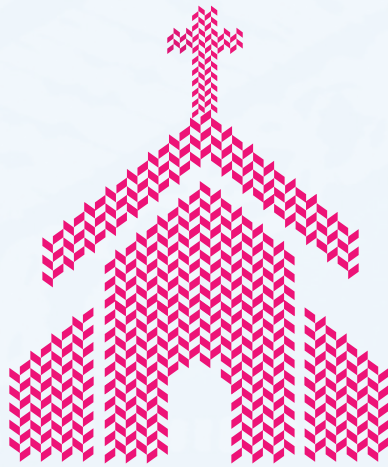




## Religion

# 79%

of Pacific peoples are affiliated with at least one religion



The Pacific population in New Zealand is a religious population

[www.mpp.govt.nz/library/contemporaryreport/](http://www.mpp.govt.nz/library/contemporaryreport/) pages 71-75

**“We know there is a high correlation between those who attend church and who speak a Pacific language”**

## Young People

# 35.7%

of the Pacific population is aged 14 years or younger

Our people are a young population

(Census 2013) Statistics NZ – Population projections [www.mpp.govt.nz/library/policy-publications/contemporary-report](http://www.mpp.govt.nz/library/policy-publications/contemporary-report) (page 6)

**“We will support the voice of our Pacific young people ensuring their educational journey is an enjoyable and successful one”**

## Median Age

# 22 years

Pacific Peoples

# 38 years

New Zealand



**“Pacific is one of the fastest growing voices in New Zealand! By 2026, 30% of the working age in Auckland is projected to be Pacific”**

[www.stats.govt.nz/census/2013-census/profile-and-summary-reports/quickstats-income/personal-income-ethnic.aspx](http://www.stats.govt.nz/census/2013-census/profile-and-summary-reports/quickstats-income/personal-income-ethnic.aspx)





## Languages

Number of Pacific language speakers in 2013



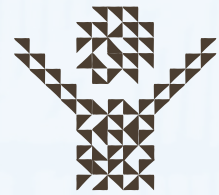
Cook Island Māori

**8,121**



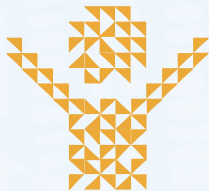
Tongan

**31,839**



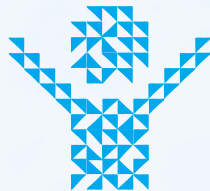
Fijian

**6,273**



Niuean

**4,545**



Samoan

**86,403**



Tokelauan

**2,469**



Tuvaluan

**2,349**

[www.mpp.govt.nz/assets/Uploads/contemporary-report-web.pdf](http://www.mpp.govt.nz/assets/Uploads/contemporary-report-web.pdf) (pages 65–69)

**“Pacific peoples are nearly three times more likely to speak two languages (40.1%) compared to the total population (14.6%)”**



## Part One: Our Role, Function and Approach

**The Ministry for Pacific Peoples is the Crown’s principal advisor on policies and interventions that improve outcomes for Pacific peoples in New Zealand.**

### WHAT WE DO:

We pursue our vision of ‘Successful Pacific Peoples’ through:

#### Policy Advice

By providing expert policy advice to Ministers and partner agencies supporting the development of effective strategies and programmes targeted at Pacific communities.

#### Innovation

By co-designing and delivering innovative programmes with our communities, improving outcomes and identifying valuable policy and implementation insights.

#### Pacific Knowledge & Expertise

By gathering intelligence on Pacific issues and opportunities and using this to influence our policy advice across government and enhancing engagement practices with our Pacific communities.

#### Partnerships and Leadership

By partnering with a wide range of organisations across the private and public sectors to identify and promote future Pacific leaders and Pacific success.

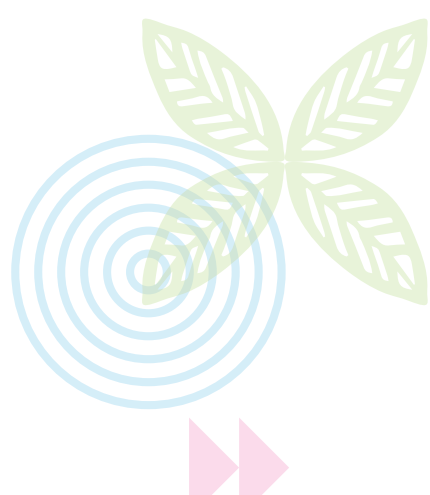
### HOW WE DO IT:

We are driven to be recognised and held in high regard as a leader of positive initiatives and as the centre of intelligence for advice and guidance on Pacific issues. It is our aim that successful Pacific peoples will contribute to raising New Zealand’s economic performance.

We are agile, quick to react and are more effective when we deliver great customer experiences, take advantage of new technologies to cut costs, improve quality and transparency, and build value.

As an organisation, we work in our communities to gather intelligence and data related to the components of Pacific success and opportunities for development. This intelligence and other research evidence inform our own policy programme and our advice to Ministers and other government agencies.

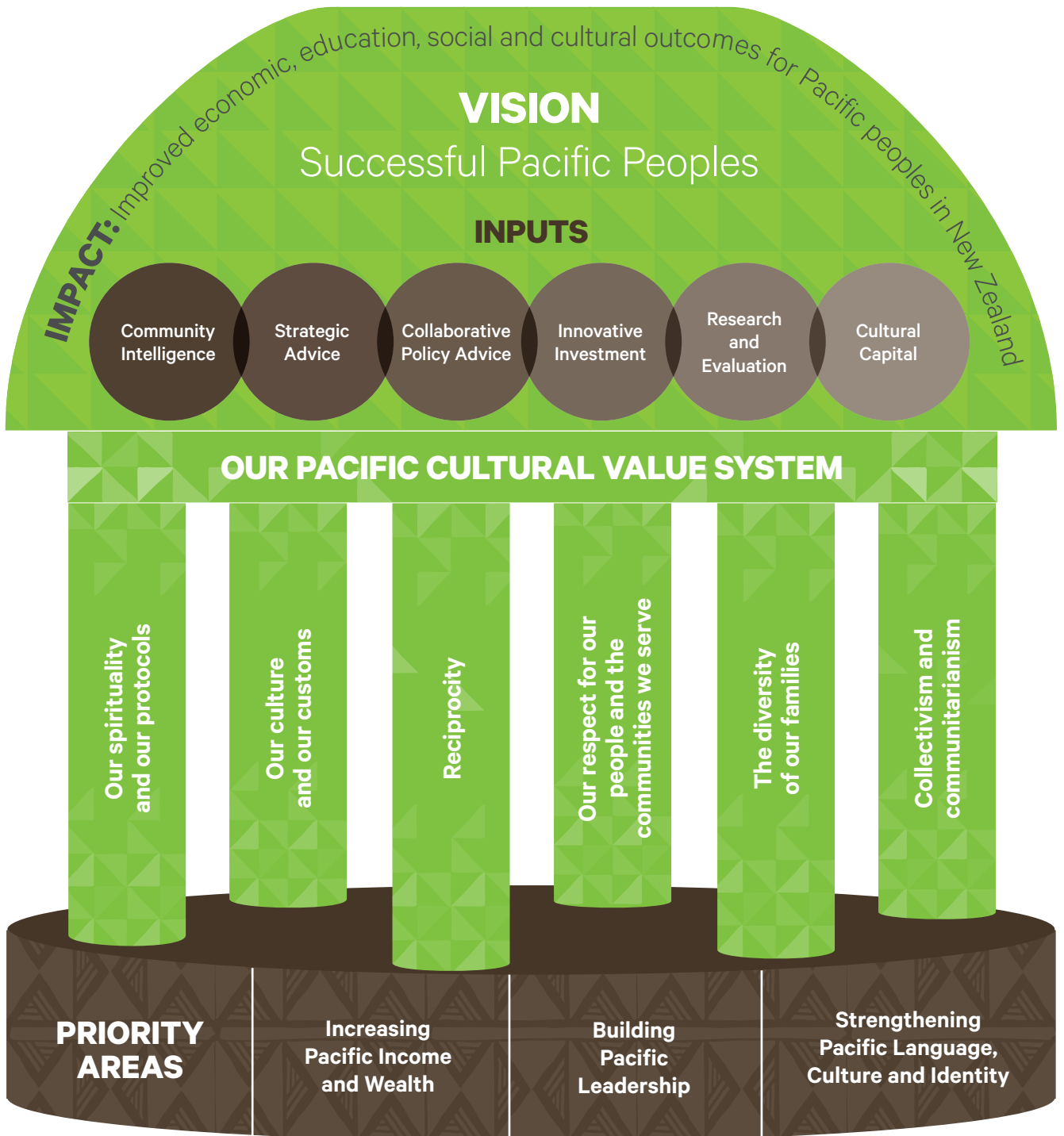
We take government to Pacific communities. We ensure that our government partners are appropriately connected with Pacific communities they wish to engage with. We support them to develop their own Pacific leaders’ capability to deliver services.







# Our Strategy





## Part Two: Strategic Direction

Our vision ‘Successful Pacific Peoples’, places our communities at the heart of the work we do. It focuses attention on Pacific peoples achieving success and realising the social and economic benefits of that success.







## Strategy

The Pacific population is young, vibrant and contributes positively to New Zealand's future development and identity. Pacific people in New Zealand are a diverse population group with distinct socio-cultural, economic and linguistic histories. The Pacific people we serve require us to respond to the changing nature of Pacific people in Aotearoa. Our Pacific cultural value system allows our Pacific communities to maintain a strong connection to the Pacific Islands through cultural protocols, heritage, traditions and economic support.

Despite the growing diversity of New Zealand's Pacific communities, there are a number of enduring cultural values that bind us as one. These include an emphasis on collective responsibility and building consensus in decision making. Spirituality and the value of reciprocity are important values within Pacific communities alongside respect and recognising the intergenerational divide, enabling a provision for learning aspects between our young and our older generations. Affiliation to churches remains strong as is commitment to family and community.

Our work aligns areas of impact to improve economic, education, social and cultural outcomes for Pacific peoples in New Zealand.



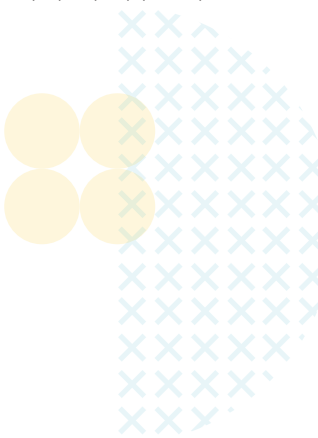
As a small ministry, our people are our strongest asset. We invest in them to ensure the diverse thinking our people bring with them is included in our day to day work and in the advice we provide. The Ministry acknowledges the need to encourage and develop staff and is committed to pay equity principles in the application of that support.

A key part of our strategy is to increase our agility and be more proactive in our efforts to think smarter, act smarter and use our resources in the best way. By doing this, we can shift resources and interventions into areas that make the greatest difference knowing that our people are well equipped with the tools and the knowledge to help them do what they need to do for their Pacific communities.

To help realise success for our Pacific peoples, and connect Pacific peoples and government, we will underpin this strategy by:

- Focusing on our work programmes, policies and interventions in areas of highest impact
- Increasing our collaboration and developing enduring partnerships to support our work
- Continuing to enhance our operating model
- Improving our organisational capability especially in the policy and research areas to support and create a bigger impact with those agencies focused on improving Pacific outcomes.

One of the Ministry's greatest strengths is our ability to link Pacific communities and networks to government and government to the Pacific communities we serve. We continue to improve our business and our organisational performance to ensure the government's investment adds value to the people we serve.



## Work Programme Focus – Key Priority Areas

The Pacific population is young, vibrant, diverse and contributes positively to New Zealand's future development and identity. We are active in growing this successful group through our Toloa Tertiary Scholarships, Pacific Employment Support Services (PESS) and by working with and through others in our work with Pacific Business Trust, Youth Enterprise Trust and in the work we do with Oranga Tamariki – Ministry for Vulnerable Children.

The diversity and unique characteristics of Pacific peoples, coupled with the disparities they experience, pose a real challenge in how government formulates and implements policy in order to improve Pacific outcomes. As we continue to build the capability and capacity of the Ministry's policy, research and evaluation functions, our work will become more visible and have a stronger contribution to policy development for Pacific peoples.

These are important gains which will have long term benefits for Pacific children and young people. It is now time for the Ministry to focus on new developments where we can build on the progress made, and focus on areas where Pacific peoples are currently behind the rest of the population. The Ministry can operate from a deeper knowledge of Pacific issues and solutions, exercise cross-government leadership and advocate for issues important to Pacific communities that fulfil our broader mandate.

To this end, our work programme priorities for 2017-2020 will focus on:

- Increasing Pacific Income and Wealth
- Building Pacific Leadership
- Strengthening Pacific Language, Culture and Identity.





## PRIORITY AREA 1: Increasing Pacific Income and Wealth

More economically sustainable Pacific people

<p>Rationale</p>	<p>There is a significant gap in the incomes and net worth of Pacific people compared to the rest of the population. The gap is due to a variety of inter-related factors such as high unemployment, lower qualifications, high concentration in low skilled occupations and low median incomes. These have flow on effects to other areas such as housing affordability, high debt and health. A lack of net worth is also a barrier to entrepreneurship and self-employment and thus business and investment income. Initiatives such as Pacific Employment Support Services, Toloa programme and Youth Enterprise Scheme help grow Pacific entrepreneurship and contribute to Pacific success.</p>
<p>Indicators</p>	<p>More Pacific people are better qualified and able to participate in higher value employment or business. We will see this through:</p> <ul style="list-style-type: none"> <li>• More Pacific young people taking up STEM (science, technology, engineering and mathematics) subjects</li> <li>• There are fewer Pacific NEETs (young people not in employment, education or training)</li> <li>• There are more successful Pacific businesses</li> <li>• There will be better pipelining and upskilling of Pacific people into high wage career pathways</li> <li>• We will have better insights into ways of supporting Pacific businesses</li> <li>• We will have a better understanding of pay gaps.</li> </ul>
<p>How we will achieve the desired results</p>	<p>We will work with our communities, public and private sector organisations to trial initiatives; lead and contribute to policy advice and development, and formulate partnerships that support:</p> <ul style="list-style-type: none"> <li>• An increased participation and achievement in education, training and employment for Pacific young people</li> <li>• More Pacific people are aware of the opportunities provided by STEM subjects and other high education scholarships and/or internships into employment; and</li> <li>• Contributing to increasing Pacific peoples incomes and raising their net worth.</li> </ul>



## PRIORITY AREA 2: Building Pacific Leadership

Growing Pacific leadership in the public and private sectors

<p>Rationale</p>	<p>In the public sectors, it is important that services reflect the diverse communities they serve, at both the front line and at the leadership level. It is also important that governance boards reflect diverse perspectives in both the public and private sectors. We want Pacific people to be successful leaders and contribute to raising New Zealand's economic performance.</p>
<p>Indicators</p>	<p>More Pacific people are confident leaders and well connected to their communities. We will know this when:</p> <ul style="list-style-type: none"> <li>• More Pacific people are profiled and recognised as leaders</li> <li>• More opportunities for the public sector to be involved in initiatives to attract and grow Pacific talent</li> <li>• More opportunities for Pacific people to progress into senior leadership across government</li> <li>• More Pacific people will be in high value roles in the public sector</li> <li>• More awards are available that recognise high-achieving young Pacific New Zealanders</li> <li>• There are opportunities across the public and private sectors to engage and foster leadership of Pacific young people.</li> </ul>
<p>How we will achieve the desired results</p>	<p>We will work with our communities, public and private sector organisations to trial initiatives; lead and contribute to policy development and formulate partnerships that support:</p> <ul style="list-style-type: none"> <li>• Fostering and supporting of potential Pacific leaders through scholarships and awards</li> <li>• Increasing Pacific leadership on governance boards and advisory groups</li> <li>• Working with other public sector agencies to provide opportunities for Pacific people in the public sector.</li> </ul>





## PRIORITY AREA 3: Strengthening Pacific Language, Culture and Identity

Promoting a strong sense of Pacific value

<p>Rationale</p>	<p>Our Pacific people are a vibrant and diverse population group with different languages and cultural heritage and traditions. However there are common cultural values and a shared understanding of Pacific cultural capital. For Pacific people, understanding who we are, where we come from, how we think and work, what knowledge we bring, our values and our strengths is key to effective policy development for Pacific peoples' advancement.</p>
<p>Indicators</p>	<p>More Pacific people are connected through their language, culture and identity. We will see:</p> <ul style="list-style-type: none"> <li>• Pacific cultures are celebrated and recognised as having a home here in New Zealand</li> <li>• Strong partnerships in Pacific communities across public and private sectors are advanced</li> <li>• The cultural capital of Pacific people is understood</li> <li>• The implementation of Kapasa (The Pacific Analysis Framework) helping agencies develop policies to improve outcomes for Pacific people</li> <li>• The implementation of Yavu (Pacific Engagement Guidelines) helping agencies better engage with Pacific people in New Zealand.</li> </ul>
<p>How we will achieve the desired results</p>	<p>We will work with our communities, public and private sector organisations to trial initiatives; lead and contribute to policy advice and development and formulate partnerships that support:</p> <ul style="list-style-type: none"> <li>• The promotion and awareness of our Pacific languages</li> <li>• Government agencies incorporate a Pacific cultural perspective into the work they do</li> <li>• Increased understanding of Pacific peoples' values and culture and its place in New Zealand</li> <li>• Our internal system (Vaka Puna) will ensure the cultural capital our staff bring to their engagement with Pacific communities is supported with practical tools and guidance.</li> </ul>

